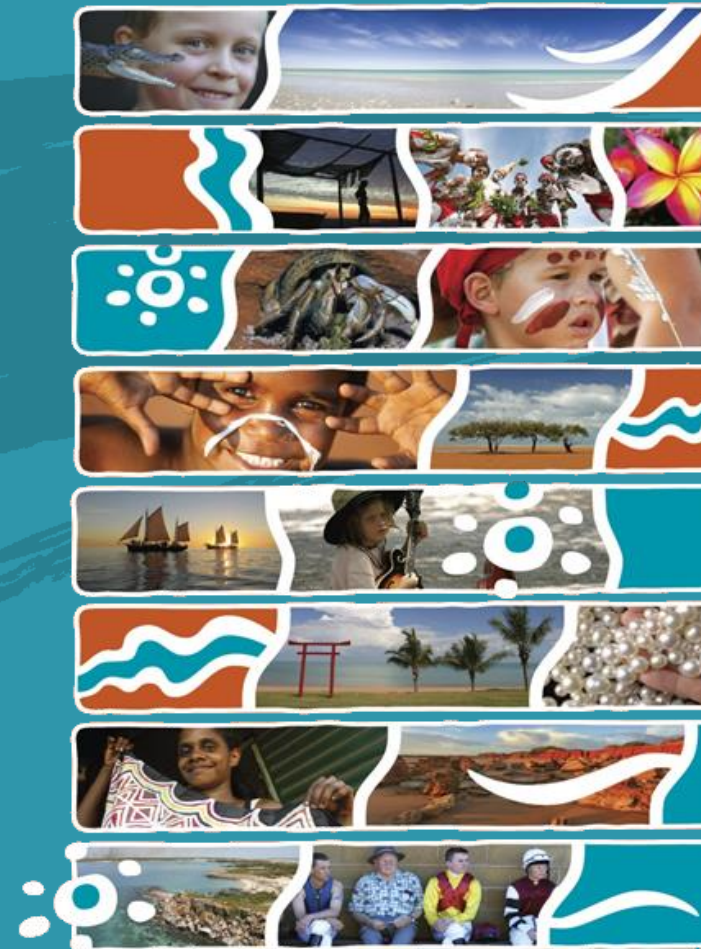


# *Strategic Community Plan*

2013 - 2023



## Our Vision

*A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment.*

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# Acknowledgment



GOVERNMENT OF  
WESTERN AUSTRALIA

Department of **Local Government**

Department of **Regional Development and Lands**



**ROYALTIES**  
FOR REGIONS

The Shire of Broome wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support the Shire's implementation of the Integrated Planning and Reporting Framework.

# Introduction from the Shire President

## Cr Graeme Campbell

*Forging Ahead* – Remains our catch phrase in this revised plan that we now call the Strategic Community Plan (SCP). The SCP is an update of our previous Plan for the Future and has been restructured in line with the State’s new Integrated Planning and Reporting (IPR) Framework.

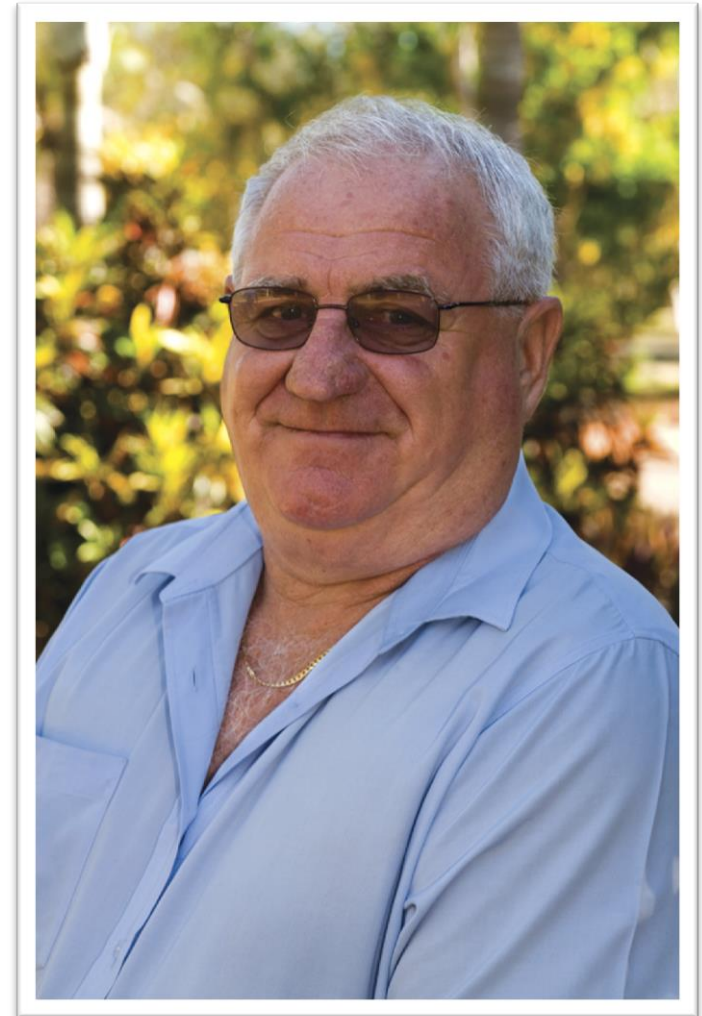
This revised plan may look similar to our previous Plan for the Future, that is because our previous plan was seen as a best practice example to local government across the State with the Shire of Broome being one of the first local governments in Western Australia to develop a plan of that standard.

Nonetheless the IPR Framework requires a slightly different structure and therefore we’ve amended our current plan while we finalise our Broome 2040 visioning project, following which we will revise and update our full suite of IPR documentation.

Our community engagement and strategic planning is ongoing and ever evolving in order to understand and meet the needs of our dynamic community. The SCP represents the foundation planning undertaken to develop our previous Plan for the Future plus key elements identified from our most recent community engagement exercise, Broome 2040.

Our strategic planning continues to be based on community engagement and robust discussion to determine what our key priorities and risks are, and how we propose to lead our community through the next period of economic growth and community development.

Today’s elected members face significant and urgent issues. The Region is experiencing substantial change with Council continuing to be dedicated to sound governance, effective



leadership and innovation, and high quality services. Decision making needs to be strategic, visionary and with conviction to ensure needs and expectations of our community are met and within the financial constraints imposed upon Local Government.

We believe issues such as the high rate of organic growth estimated for the Shire, the future of the Resources Sector and the proposed James Price Point LNG Precinct, the recent signing of the Native Title Agreement with the Yawuru people, the implementation of the Commonwealth and State Government's Bi-lateral Agreement outlining the delivery of municipal services to Indigenous communities and the ongoing issue of land affordability and availability for residential, commercial and industrial development are issues that will have a major impact on our community as demand for services and growth escalates.

Our challenge remains to manage growth, respond to change and maintain focus, whilst understanding the cost of service provision so that our community and future generations can afford to live, work and recreate in our Shire – this is paramount to Council.



## Overview of the plan from the Chief Executive Officer

### Kenn Donohoe

External pressures, strategic direction and economic development are placing the Shire of Broome in a unique but very exciting position. Council and staff are continually reviewing the collective capability of the organisation, and its capacity to be able to respond to change effectively whilst not to the detriment of our goals and community.

The State's new Integrated Planning and Reporting Framework, whilst presenting challenges, helps us to maintain a more strategic focus on outcomes and results. The key to our future success is through collaborative partnerships with government, business, community agencies and industry sectors. This is evident through the recent accomplishments made with LandCorp, the State's land development agency and the Broome North project which resulted in fast tracking land for residential development including light industrial, retail and commercial land.

The Shire of Broome is emerging as an independent and strong, regional economy exceeding the current perception of a remote tourist town operating on 'Broome time'. Population growth, demand for services and infrastructure and commercial investment see us at a nexus never before experienced. Balancing this growth with environmental and natural resource management, cultural diversity and heritage, social planning and quality of lifestyle will be an ongoing challenge for Council and the community at large.

Rigorous and regular planning supported by long term financial planning and a capable and committed Shire workforce are fundamental to achieving the aspirations of our community and those visiting our region. Governance, legislative requirements and compliance are also front of mind in a time that is truly dynamic.

My team and I look forward to this period with enthusiasm and energy as we begin to *forge ahead*.





## Our Council Team

The Shire of Broome has nine Councillors that play a key role in the community and are elected for a four year term.

The role of a Councillor is to represent the community, provide leadership and guidance, facilitate communications between community and Council, make decisions on matters before Council, determine Council policy, govern finances and provide forward planning and evaluation of progress.



Cr Graeme Campbell  
Shire President  
Broome Ward  
Term expires 2015



Cr Anne Poelina  
Deputy Shire President  
Broome Ward  
Term expires 2015



Cr Jenny Bloom  
Broome Ward  
Term expires 2013



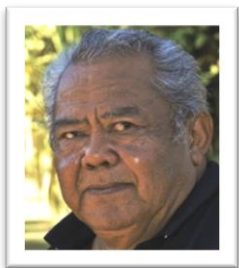
Cr Desiree Male  
Broome Ward  
Term expires 2013



Cr Eunice Yu  
Broome Ward  
Term expires 2013



Cr Chris Mitchell JP  
Broome Ward  
Term expires 2015



Cr Peter Matsumoto  
Dampier Ward  
Term expires 2013



Cr Philip Matsumoto  
Dampier Ward  
Term expires 2015



Cr Mark Manado  
Broome Ward  
Term expires 2015



## Our Executive Team



### **Chief Executive Officer**

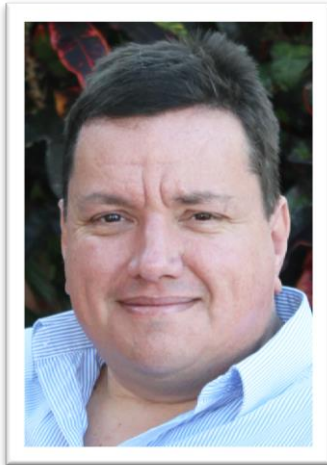
#### **Kenn Donohoe**

The Chief Executive Officer is the Shire's most senior officer and provides guidance and direction to staff to ensure that Council's policies and decisions are implemented. The CEO works in close partnership with the Shire President to promote the Shire and to link with the community, tiers of government and business sectors.

The overall management of the Shire rests with the CEO who oversees the day-to-day operations while ensuring that Council direction is followed, governance is sound and community outcomes achieved. The human resources, media and promotions staff report directly to the CEO.

The Shire has a management structure of four directorates: Business Enterprise, Property and Strategy Development; Corporate Services; Development Services; and Engineering Services. The directorates are led by an executive management team which co-ordinates the operations of the Shire.

Teams of dedicated staff, with specialist skills and experience, carry out each directorate's responsibilities, duties, programs, and initiatives of Council.



### **Deputy CEO / Director Business Enterprise, Property and Strategy Development**

#### **Paul Martin**

The DCEO is responsible for Business Enterprise, Property and Strategy Development, Community Services.

This directorate is comprised of specialist staff in the areas of asset and property management and leasing, as well as project management.

Community Services is comprised of specialist staff in the areas of community development, including libraries, sponsorship and donations, disability access and inclusion, sport and recreation, youth, culture and the arts.



### **Director Development Services**

#### **Andre Schonfeldt**

The Development Services Directorate provides building, planning, health, environmental, beach, ranger and emergency services across the Shire. These departments aim to ensure the orderly and proper development and use of land to provide a liveable, safe and healthy environment for the community by enforcing compliance with relevant state and local legislation.



### **Director Engineering Services**

#### **Michael Dale**

The Engineering Services Directorate is responsible for most of the Shire's technical services in the form of the construction and maintenance of the physical infrastructure excluding the Shire's buildings. Engineering Services is responsible for roads, footpaths, drainage, car parking, street lighting, street furniture, depot and nursery, wastewater effluent re-use system, recreation reserves, parks and ovals, road verges, reticulation systems and bores, and cemetery maintenance.



### **Director Corporate Services**

#### **Sam Mastrolemba**

Corporate Services provides technical and support services to the organisation and elected members. As well as co-ordinating Shire administration, finance, information technology and records management, it also undertakes cemetery management, rates and customer service.

# Integrated Planning and Reporting Framework

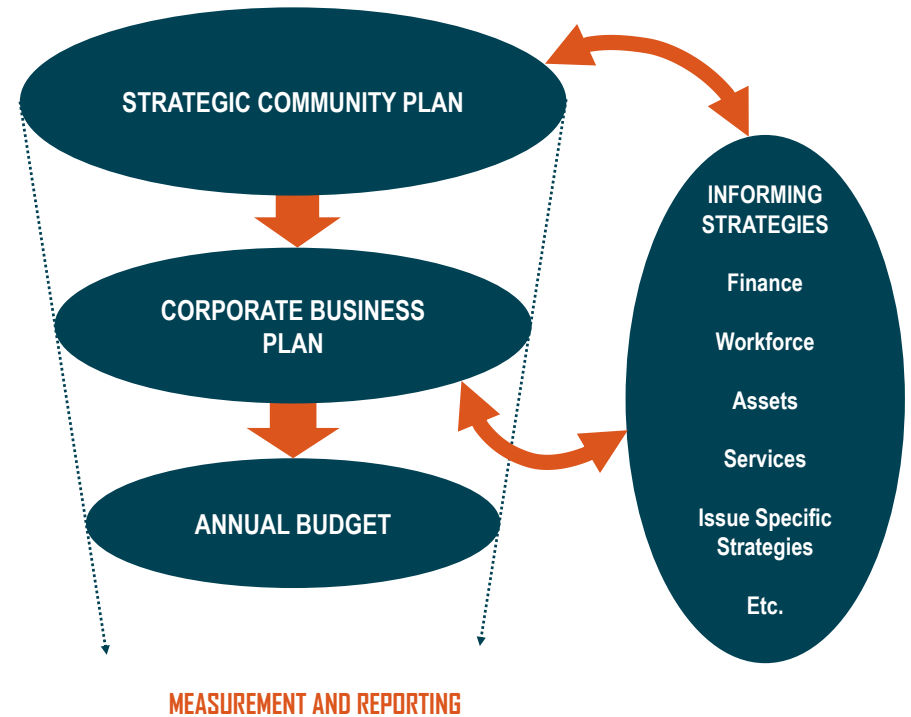
For a number of years now local governments have been required to prepare a Plan for the Future. In August 2010 the Local Government (Administration) Regulations 1996 were amended to better define what comprises a Plan for the Future. This amendment was supported by the State-wide introduction of the Integrated Planning and Reporting (IPR) Framework.

The Plan for the Future comprises the following two key documents;

- **Strategic Community Plan (SCP)** – which is a strategy and planning document that reflects the longer term (10+ year) community and local government aspirations and priorities.
- **Corporate Business Plan (CBP)** - A local government’s internal business planning tool that translates Council priorities into operations within the resources available. In its entirety, it details the services, operations and projects a local government will deliver over a defined period, the processes for delivering these and the associated cost. The Corporate Business Plan may be comprised of Corporate Business Plan Priorities and team operational, technical delivery and financial plans. It is often only the Corporate Business Plan Priorities that are endorsed by Council and publicised to the community.

Importantly, the SCP & CBP are informed by several other key informing strategy documents as follows;

The Shire of Broome has embraced the IPR Framework and has been diligently developing our long term planning documents in line with the framework. A key component of the IPR Framework is community engagement to develop and inform the SCP, which in our case is the Broome 2040 visioning exercise.





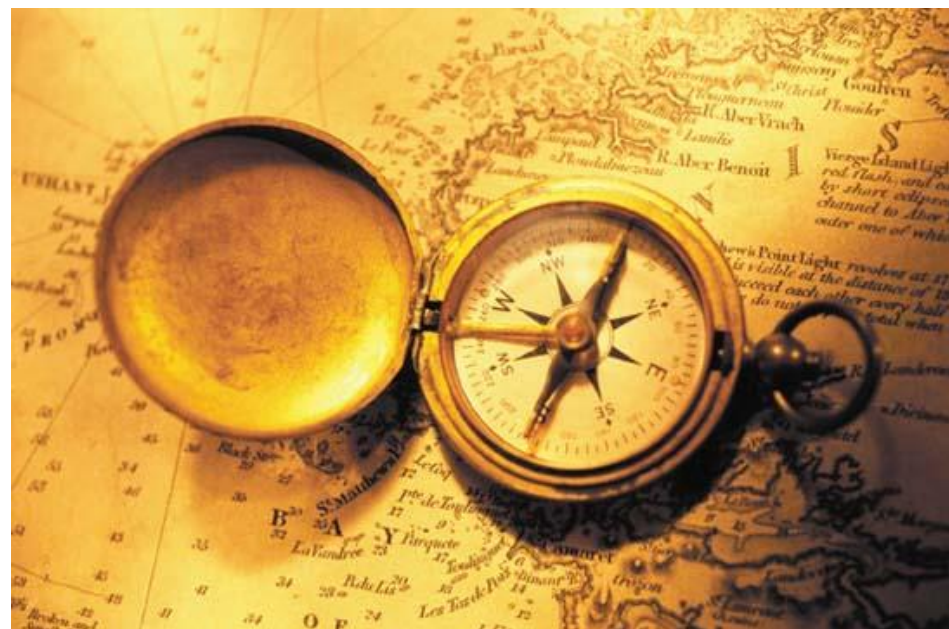
## What is the Strategic Community Plan

The *Strategic Community Plan (SCP)* is the highest level document in the IPR Framework. The SCP is designed to be a 'living' plan that guides the development of the Shire of Broome community for the next ten years plus. Like a compass, it will guide us in the delivery of services to the community in line with our vision and mission.

*The SCP* sets out four Strategic Themes and details the Goals planned for the next ten years and the desired outcomes to be achieved.

For the Shire community to develop in line with our vision and mission, it is important that there is close integration between tiers of government and the community as the role of local government is ever evolving. Greater demand for services and the constant shifting of responsibilities from State and Federal Government to Local Government is an issue that continues to challenge all local governments.

Success in delivering positive outcomes for the community requires the Council to focus, and move from an organisation that delivers a narrow band of services to an organisation that facilitates the delivery of a broad range of services and advocates strongly on behalf of the community.



## Building the Strategic Community Plan

In 2009, the Shire of Broome developed its current *Plan for the Future* covering the period 2011 – 2016. The plan is still current however the State Government since introduced the IPR Framework. This has resulted in the need to reconfigure the Plan for the future in order to fully align with the IPR Framework and comply with the August 2010 amendments to the *Local Government (Administration) Regulations 1996*.

One of the key requirements of the IPR Framework is community engagement to influence the strategic direction in order to achieve the long term aspirations of the community. Fortunately the Shire's previous Plan for the Future identified the need to develop better systems and processes to engage the community. As a result of this, we embarked upon the Broome 2040 community visioning project.

The bulk of the community engagement under the Broome 2040 project has now been completed and the results analysed. Following adoption of the SCP, further engagement and analysis may occur in order to expand and or refine the Shire's entire suite of IPR documentation, ready to align with the commencement of the new Council following the local government elections in October 2013.



Cable Beach Panorama by Bidgee – Source Wikipedia  
[https://en.wikipedia.org/wiki/File:Cable\\_Beach\\_Panorama.jpg#filelinks](https://en.wikipedia.org/wiki/File:Cable_Beach_Panorama.jpg#filelinks)

For the time being key elements from the Broome 2040 have been identified and utilised to reformat our current Plan for the Future in line with the IPR Framework.

The Shire will continue to use the service delivery model shown in Figure 1 to develop future versions of the SCP. The model is aimed at ensuring there is full integration between the SCP which is designed to be a visionary long term planning tool, and the day to day, on ground delivery of services, which is driven by the allocation of resources through the Long Term Financial Plan, other informing strategies and the annual budget.

**Engage the Community** – Over the past 5 months, the Shire has embarked upon the Broome 2040 visioning project to develop a community inspired vision covering the next 30 years.

**Develop Strategic Community Plan** - The Plan for the Future has been reformatted to align with the IPR Framework to form this SCP and split-out elements to form the CBP as a separate document. The SCP was then updated to incorporate the key elements of the Broome 2040 visioning project. The SCP contains a number of goals and outcomes that Council has been focussed on, plus a number of new goals and outcomes that the community are keen to see progress in the future. The SCP will undergo a desktop review every 2 year and a full review every 4 years.

**Council Adopt SCP** – Once the SCP was developed, Council considered and adopted the SCP.

**Advertise SCP** – Following adoption by Council of the SCP it was advertised in accordance with the Planning for the Future requirements of the Local Government (Administration) Regulations 1996. The notice detailed that the SCP now applies to the District and where the SCP could be inspected.

**Develop Corporate Business Plan** – The SCP is a broad brushed document that sets out the high level aspirations of the community. To achieve these



Figure 1: Service Delivery Model

aspirations, more detailed operational planning is required. This is documented in the Corporate Business Plan which sets out how the Shire of Broome as an organisation will structure itself and address the outcomes of the SCP. Importantly, the CBP is a moving four year window on the SCP, detailing what initiative the Shire plans to implement in the near future. The Corporate Business Plan will be reviewed every year.

**Develop Long Term Financial Plan** - To gain a complete understanding of Council's ability to fund the co-ordination and delivery of the Strategic Goals, it is essential that the SCP and CBP are underpinned by a long term financial plan. The long term financial plan takes into account the Shire's current commitments (e.g. maintaining current infrastructure and service delivery) and also provides adequately for the new initiatives.

In order to deliver day-to-day services required to meet community needs and demands, the Council has care, control and responsibility for a broad range of infrastructure assets (roads, buildings, parks, drainage systems, coastal facilities etc). Infrastructure assets have long lives and require significant amounts of money to build, operate, maintain and replace (renew) when they reach the end of their useful life.

Local governments are not sustainable if they cannot provide for the replacement of critical infrastructure when the time comes. Hence, a Local Government's ability to fund services on a sustainable basis is an outcome of its ability to fund infrastructure renewal. The Council has developed a long term financial plan linked to infrastructure renewal derived from asset management plans. This will result in identifying resources available for renewal purposes and for funding new initiatives.

**Develop Annual Budget** – Before strategies can be implemented, they need to be funded. The way that Local Government does this is by allocating funds in the annual budget. If funds are not allocated, strategies cannot be progressed. For strategies that are long term, it is essential that these are identified in the long term financial plan so that when the time comes, the appropriate level of resources have been allocated and moves across into the annual budget.

**Implement Plan** – Once resources are allocated in the annual budget, the Shire of Broome can then implement the strategy, following which, the plan is then reviewed and the process starts again ensuring that strategic direction is maintained.



## The Planning Cycle

Strategic planning is not something that is done once and forgotten about. A major benefit of strategic planning is not only the resultant plan but the team building that occurs through the development of the plan.

It is important to consider the SCP as a general guide to the future direction of the community that will be refined over time as the basic building blocks are established and people become more familiar with the strategic planning process. Strategic planning is a cyclical process that requires constant practice and refinement.

The only way initiatives can come to fruition is if they are provided for in the annual budget so closely linking the SCP to the annual budget is critical. This is done via the CBP.

# Community Consultation and Engagement

The Shire of Broome uses the following definitions in relation to levels of community consultation and engagement;

- Inform** – One way communication providing balanced and objective information and data to assist the understanding about something that is going to happen, or has happened.
- Consult** - Two-way communication designed to obtain public feedback about ideas on rationale, alternatives and proposals that will inform decision making.
- Engage** - Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.
- Collaborate** - Working together to develop an understanding of all issues and interests and where applicable, to work out alternatives and identify preferred solutions.

The level of consultation and engagement for the SCP was set to Engage which resulted in the commencement of the Broome 2040 community visioning project.

## Broome 2040

From December 2012 to March 2013, the Shire implemented the Broome 2040 community visioning project. Key components of the project have included;

- Community surveys
- Community workshops
- Community Champions

# Broome 2040 - Have your say



**Community Surveys** - The 2040 process started with a community survey, in paper form and on-line on a dedicated web-site commencing in December 2012. There were 332 participants who generated 1568 comments across five questions:

- What do you value most about living in the Shire of Broome?
- What are the biggest issues and challenges for the next 20 to 40 years?
- What would you do to address these issues, what are the solutions?
- What big projects or ideas do you have for the next 10 years?
- Pick five key words/values to be part of the 2040 vision statement

There was also a children's survey, with 60 participants generating 236 comments.

**Community Workshops** - After the survey process, there was a call for 2040 community champions, who either nominated themselves, or were nominated by others. They had access to the community survey results, and worked through two workshops in March 2013 to identify key values and objectives for the Shire by 2040. Fifty champions took part. They will also be attending another workshop to help finalise the draft 2040 document.

There was also input from a youth forum held by the Shire on April 10, with 30 high school students attending.

**Community Champions** - Around fifty 2040 Champions were either nominated, or nominated themselves to take part, and represented a broad range of interests from people who have lived in the community for a long time, and who know it well.





## What we've learned so far

The following are the results from the Broome 2040 community survey.

### What does the Community Like about Broome?

Survey respondents were asked 'What do you value the most about living in the Shire of Broome?'

What people like the most about living in the Shire of Broome		%
1	Lifestyle	58
2	Beaches and coastline	42
3	Heritage, identity, culture	41
4	Sense of community	35
5	Small scale of the town and population	34
6	Natural Environment	33
7	Weather	33
8	Easy access to everything	30
9	Character of the people	25
10	Creative culture, festivals and events	16

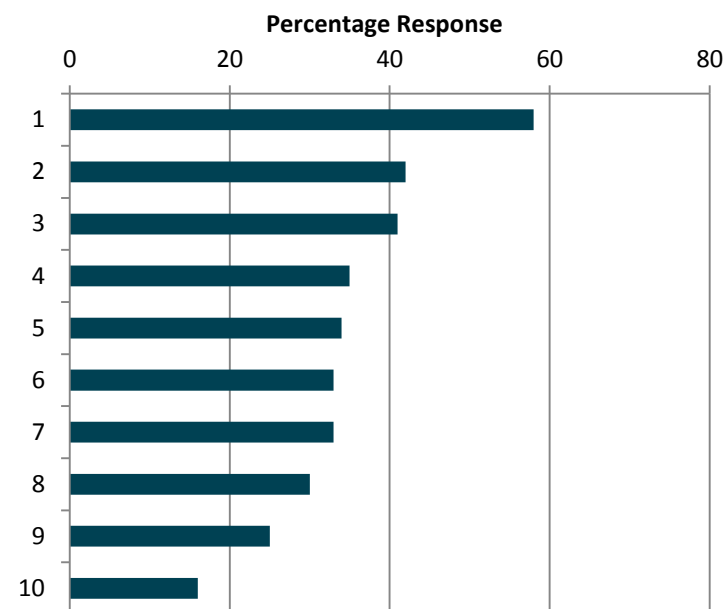


Table 1: Aspects of Broome that appeal to the community

### Our Interpretation of what the community like about Broome

**Lifestyle** - The Lifestyle is the highest scoring aspect of living in the Shire of Broome and this largely relates to the relaxed pace of life and laid back attitude and atmosphere.

The 'great outdoors' is also a key aspect of this, particularly the close proximity of so many unique and untouched natural features and environments, the relative seclusion and isolation with often no one, or very few people around and the sense of freedom this brings. Fishing and camping out is a very highly valued part of this.

Outdoor living on a day to day basis is also an essential part of Lifestyle and this includes living, eating and enjoying the outdoors within a home environment, often including family and friends, as well as the outdoor living that comes with the beaches and climate which also draws people together.

Living in a clean environment is also a part of Lifestyle and clean unpolluted air, water and country is a highly valued part of this.

**Beaches and Coastline** - The Beaches and Coastline is the second most valued thing about living in the Shire of Broome and this relates to being surrounded by beautiful beaches and a stunning coastline and the pristine or unspoilt nature of these areas and the diversity of flora and fauna.

The easy access to beaches and the coastline is valued highly and this includes being able to get to the beach in 5 minutes and also access in terms of being able to drive along beaches and the coastline, this relates to enjoying the natural environment and sense of isolation.

Beaches are also valued for their different qualities and the wide range of experiences possible and Cable Beach, Roebuck Bay and Gantheaume Point are commonly mentioned.

Beaches and the Coastline are also valued highly because they are a central part of the way of life and lifestyle.



Being family friendly is a valued part of the Lifestyle with this a great place to have children and raise a family which relates to the relatively safe and healthy environment and the unique opportunities children have.

**History, Identity and Culture** - The history, identity and culture is the third most highly valued aspect of living in the Shire of Broome and this relates to a living Indigenous culture and traditions and the connection to country.

This also relates to living in a multicultural community which is a highly valued aspect of living here with the richness and unique qualities this brings to the place. The harmony in the mixing of so many different cultures is a key part of this.

The town's unique and colourful history and the reflection of this in the architecture and built form is also highly valued, largely because this is a key part of Broome's unique identity and style and because this gives the heritage of the area a living quality.

**Sense of Community** - There is clearly a strong sense of community in the Shire of Broome and this is the fourth most valued thing about living here. The welcoming and friendly community feel and the open and accepting attitude of locals is a key aspect of this.

The high level of engagement in community life is also valued and is a key element of the sense of community and this relates to a relatively highly level of participation in voluntary efforts, sporting clubs and associations and the wide range of community and cultural programs and activities to participate in.

The supportive and close knit community and the high level of community spirit is also highly valued and relates to people knowing their neighbours, helping each other out and the way the community comes together to address local issues. A strong sense of belonging is also part of this.

**Small Scale of the Town and Population** - The scale of the town and population is the fifth most highly valued aspect of living in the Shire of Broome and this relates to the town having a small town country feel and being small enough that people still know each other, yet big enough to have reasonably good facilities and services and other attractions, such as restaurants, cafes and markets.

The other aspect of the scale of the town and population that is highly valued is traffic is not busy and there being no traffic lights a big part of this. The lack of the hustle and bustle that goes with 'city life' is also highly valued.

A key aspect of the scale of the town and population that is also valued is the lower rise buildings and lack of high rise developments and things like big box shopping malls which are associated with city living.

**Natural Environment** - The natural environment is a highly valued part of living in the Shire of Broome and this relates to having so many amazing natural features and assets on the 'doorstep', including an abundance of wildlife and flora.

The remote and wilderness qualities of the natural environment are highly valued and the stunning beauty of the environment is a key part of this, together with the remarkable colours of the landscape and ocean.

The natural environment being relatively intact and pristine is highly valued and this relates to the natural environment being untouched and the rarity of this today.

**Weather** - The weather is a highly valued thing about living in the Shire of Broome and this largely relates to the dry season weather pattern which is pleasant and opens many opportunities to enjoy an outdoors lifestyle. While the wet season might not be valued by all, this season, the rain, thunderstorms and contrasts this brings are also a valued aspect of the weather and climate.

**Access to Everything** - In Broome, being in easy access to everything is a highly valued aspect of living here and 'five minutes to everything' was a common phrase.

Access to a reasonable range of services and facilities such as health and education, sport and recreation and the 'essentials' is highly valued. This includes cultural experiences and restaurants.

Easy access to the natural environment is also highly valued and this includes being able to find somewhere special in 'fifteen minutes' with the freedom to go wherever you want with minimal rules and regulations.

**The people who live here** - The character of the people who live here is highly valued and this overwhelmingly relates to the friendliness and relaxed nature of the people and the open attitude to difference and the accepting environment this creates.

The diverse range of people and social and cultural values within Broome is also highly valued and this relates to the richness in the character of people and the large collection of unique, passionate and talented people who live here.



There is a sense of a common mindset around equity or 'a fair go', caring about the community, culture and the environment which is a highly valued aspect.

**Creative culture, festivals and events** - There is a strong creative culture in the Shire of Broome and this is a highly valued aspect of living in the Shire and relates to the significant presence of artistic and creative endeavours in the community and the many different art forms that exist.

Celebrating the diverse and unique culture of the area is also highly valued and this relates to the many festivals and cultural events that occur throughout the year. The markets are also valued.



*Shinju Matsuri*



## What are the challenges that the Community see for Broome?

Survey respondents were asked ‘What do you think are the biggest issues and challenges for the Shire of Broome over the next 20-40 years?’

Biggest issues and challenges for the Shire of Broome over the next 20 to 40 years		%
1	Upgrading infrastructure and services	36
2	Building a strong local economy	31
3	Big social issues	30
4	High cost of living	29
5	High cost of housing and limited supply	27
6	Population growth	27
7	Retaining the Broome character and lifestyle	26
8	Proposed Gas Hub	26
9	Protecting the natural environment	18
10	Increasing resource development and industrialisation	18
11	Finding balance and sustainability	16

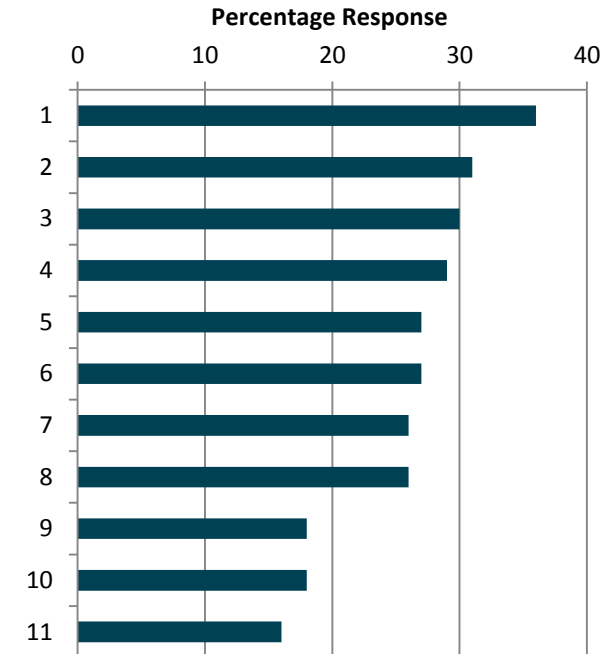


Table 2: The issues and challenges that the community see for Broome

**Upgrading infrastructure and services** - Upgrading infrastructure and services was identified as the biggest issue and challenge for the Shire of Broome in the next 20-40 years and this covers a diverse range of areas.

The need to upgrade existing physical infrastructure such as drainage, roads and underground power was highlighted and there is a big emphasis on the need to improve public transport, footpaths and cycleways.

Upgrading social infrastructure and programs was also highlighted with a significant emphasis on the lack of facilities, programs and activities for young people and the consequences of this. Improving health, medical and education infrastructure was also identified, together with

accommodation options and support to keep older people in the community. Upgrading sports and recreation infrastructure and improving parks were also key themes.

**Building a strong local economy** - Building a strong local economy was identified as the second biggest issue and challenge for the Shire of Broome in the next 20-40 years.

The decline in tourism as a result of the value of the Australian dollar and the high cost of travel and accommodation was identified as a significant issue and supporting tourism and creating greater diversity in the local economy was identified as a key challenge for the future, particularly given the fickle nature of the tourism market.

Developing a diverse economic base that is sustainable and in balance and harmony with the community's values and the environment was considered a significant challenge and there is a common issue with Broome becoming a mining town, first and foremost.

Keeping small business and local stores was considered a challenge and this related to economic viability, downturn in the wet season and the ability to compete with large chain stores and franchises.

Increasing local employment and training opportunities was identified as a key issue and challenge, particularly with a growing population and being able to retain workers in a competitive market is a part of this. Increasing local enterprise and production was also identified as a challenge and a key opportunity in developing a stronger local economy.

**Big social issues** - Addressing a range of big social issues was considered the third biggest issue and challenge for the Shire of Broome in the next 20-40 years and these were generally clustered around the following areas.

A high level of alcohol and drug use is a major part of this, including the impact and link to many health and social problems and a low quality of life. The normalisation of a culture of high alcohol consumption was also identified as part of this issue, for both Indigenous and non-Indigenous people.

Crime and violence was identified and this relates to a perceived high and growing crime rate and this includes domestic violence, sexual assault, non-domestic assault, anti-social and threatening behaviour and offences against property such as theft, burglary and property damage. A low sense of public and personal safety in some places, particularly at night, is part of this issue.

Overcoming the high level of disadvantage and lower levels of employment, education, health and general wellbeing experienced by many Indigenous people was identified as a significant challenge.

There was also some concern expressed about the widening gap between the rich and poor as well as homelessness and suicide prevention.

**High cost of living** - The high cost of living was considered the fourth biggest issue and challenge for the Shire of Broome in the next 20-40 years and this is clearly linked to the cost and availability of housing.

The high cost of living occurs across many areas including food, utilities, medical, fuel, transport and air flights and this makes it difficult for many families and low income earners, including service workers and the arts community and there is some concern these people are being squeezed out of Broome because of the high cost of living.

The high cost of living and the high cost of goods and services also affect businesses in remaining viable and in attracting and retaining staff.

**High cost of housing and limited supply** - The high cost of housing and limited supply was considered the fifth biggest issue and challenge for the Shire of Broome in the next 20-40 years.

This relates to every aspect of housing from renting, purchasing and building, none of which are considered 'affordable' and this is an issue across the community. The lack of housing for low income earners is also a big part of this issue.

The lack of affordable housing also affects businesses, especially small business and the art and community sector where wages tend to be low.

The shortage of housing supply and land availability to meet demand was also considered a big part of this issue.

**Population growth** - Population growth is considered one of biggest issues and challenges for the Shire of Broome in the next 20 -40 years and this largely relates to the following areas.

Providing the necessary infrastructure and services that keeps pace with population growth was considered a major challenge, particularly if the town grows too quickly.

Population growth is also associated with concerns about the 'urbanisation' of the area and turning into a suburbia that could be any place. Broome turning into a 'city' and the impact on locals is part of this concern.

Managing growth in a way that reflects the community's values and retains the character of the town was also identified as a challenge.

The impact of population growth on the built and natural environment and concerns about urban sprawl, height and scale and the development of 'high rise' and large apartment blocks is also a key issue. The town losing its heart and centre and mega shopping centres or malls taking over is also part of this.

**Retaining the Broome character and lifestyle** - Retaining the character, identity and lifestyle was considered one of the biggest issues and challenges for the Shire of Broome in the next 20-40 years and this largely relates to the impact of growth and development.

Losing the character and integrity of the town is a key issue, together with maintaining heritage buildings and history.

Retaining the sense of community, culture and the unique identity of Broome was also identified as a key challenge with population growth and development. Losing what makes Broome unique and special and the community feel is part of this.

Keeping the Broome lifestyle was also considered a challenge and the loss of the relaxed lifestyle with growth and development was highlighted.

**Proposed Gas Hub** - The proposed Gas Hub was considered one of biggest issues and challenges for the Shire of Broome in the next 20-40 years.

This largely relates to the impacts of the proposed Gas Hub on the community, environment and economy and the challenge of managing the negative and positive impacts, should this development proceed.

The fracturing of the community and the divisions and conflicts caused by this was raised as a significant issue and challenge in terms of healing this.

The other issue identified is the prospect of the proposed Gas Hub signalling the 'beginning of the end' in terms of advancing industrial and resource development.

**Protecting the natural environment** - Protecting the natural environment was identified as one of biggest issues and challenges for the Shire of Broome in the next 20-40 years.

This related to preserving the natural resources in the area including the coastline, beaches, bays, bushland and the flora and fauna on land and sea.

Keeping the environment unspoilt by development was considered a major challenge particularly from mining and resource development and also residential development to a lesser extent.

Climate change was also identified as an issue, particularly in low-lying areas.

**Increasing resource development and industrialisation** - Increasing resource development and industrialisation was identified as one of biggest issues and challenges for the Shire of Broome in the next 20-40 years.

This largely relates to resource development taking over and turning Broome into a mining or resource town, like Karratha and Port Hedland and the Kimberley becoming the next Pilbara and the loss of Broome's unique identity, heritage and culture because of this.

The impacts of increasing mining and resource development are a major concern, particularly the loss of tourism, degradation of the environment, decline in the sense of community, the impact on housing affordability and the cost of living.

**Finding balance and sustainability** - Finding balance and sustainability was identified as one of biggest issues and challenges for the Shire of Broome in the next 20-40 years.

Considering competing interests and finding a balance was a key challenge and this related to balancing economic growth with lifestyle and environment.



*Cape Leveque Road*



## What are the big Projects and Ideas for the next 10 years?

Community survey participants were asked ‘What are the top three BIG projects or ideas you would like to see happen in the next ten years?’

Included within SCP / CBP?	Big Projects and Ideas		%
Yes	1	Upgrading and relocating the airport	43
Yes	2	Chinatown redevelopment	35
Yes	3	Construct a safe boat launching facility	30
No	4	Develop a major Water Park	22
No	5	Marina development	20
Yes	6	Develop a major Arts and Cultural centre	20
Yes	7	Jetty to jetty boardwalk and foreshore redevelopment	19
No	8	Develop a major solar project	16
Yes	9	Enhance the Cable Beach precinct	14
Yes	10	Expand and redevelop the BRAC	11
No	11	Develop an indoor Bowling Alley	10
No	12	Develop a Skate Park - all ages	9
Yes	13	Build accommodation and housing for itinerants and homeless	9
Yes	14	Construct Tram line	9
Yes	15	Redevelop the Town Beach precinct	8
No	16	Establish an Interpretive Centre - cultural and environment	8
No	17	Establish a Community Garden	7
No	18	Develop a Botanic Garden	5

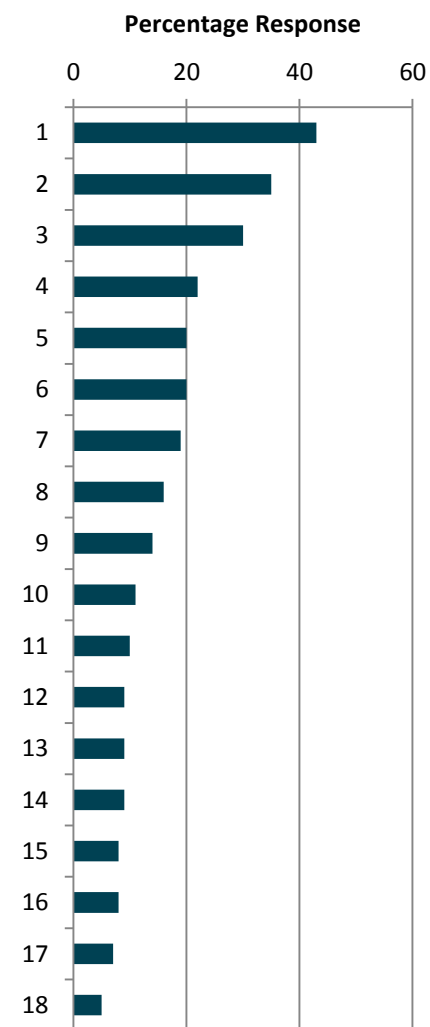


Table 3: Project identified through the Broome 2040 Community Visioning Project

**Upgrading and relocating the Airport** – The top ranking project was upgrading and relocating the airport. Next to the road system, the airport is the lifeline for Broome, more so than any other town due to the extreme remoteness. The community would like to see more direct flights, both domestic and international with direct flights to Asia. The airport in its current location is a significant geographical barrier to Broome. It's current location limits both the growth of the airport and the growth of the town. Relocation of the airport would also encourage relocation of other elements of the town such as the industrial area.

**Chinatown redevelopment** – The second ranked project was the redevelopment / revitalisation of Chinatown as the cultural hub of Broome. This also links to the Airport relocation, freeing up space for Chinatown's expansion and better linkage through to both Cable Beach and Town Beach. Increased shade from more trees also featured highly in the desire to redevelop Chinatown.

**Construct a safe boat launching facility** – Broome's connectedness to the surrounding ocean featured highly with the third highest ranking project being the desire for safer and more convenient boating access with end of trip facilities such as fish filleting areas. There is a desire for the facility to cater for both recreational and commercial vessels and also include opportunities for commercial development such as a café. The community would like to see the facility also cater for future expansion to allow for a marina where small vessels can tie up safely.

**Develop a major Water Theme Park** – Although there is already a small water park in the Town, the fourth highest ranking project was a much larger water park with water slides and the like.

**Develop a Marina Precinct** – The fifth highest ranked project was a marina with provision for retail development.

**Develop a major Arts and Cultural Centre** – At number six, there was a desire to attract and provide for more art and cultural activities, particularly in the area of performing arts, indigenous arts, music, museum, convention centre and outdoor amphitheatre.

**Jetty to Jetty boardwalk & foreshore redevelopment** – Project number seven was focused on upgrading the town foreshore to link the Streeters jetty with the old Broome Port Jetty at Town Beach. This is to include heritage interpretation of the area.

**Develop a major Solar Project** - Developing solar power was the eighth ranked project and this related to not only developing a major solar farm to power the town, such as a community owned solar power plant, but also the installation of solar panels on all houses to showcase Broome as a leading example of sustainable energy and clean green living. This was also identified as an opportunity for creating local economic and employment opportunities.

**Enhance the Cable Beach precinct** - The ninth most important project was enhancing the Cable Beach precinct with the development of more cafes, bars, restaurants and shops, including markets and also more shaded picnic and grassed areas with BBQs, larger and better playgrounds and exercise equipment. The installation of safe swimming nets was also suggested to allow this beautiful beach to be used year around, as well a bike track and board walk that follows the coast with visibility to the water.

**Expand and redevelop the BRAC** - Upgrade the BRAC facilities was the tenth ranked project and this involved developing a bigger or second swimming pool to better cater for recreation water activities and fitness and competitive swimming and expanding sporting facilities to keep up with demand. Greater investment in BRAC including a gym, the group fitness and crèche area and more and better recreation and fitness opportunities was also called for.

**Develop an indoor Bowling Alley** - Developing an indoor bowling alley, as the eleventh ranked project largely related to developing more recreational opportunities, particularly for children and young people and also establishing more indoor activities for both residents and tourists to avoid the oppressive outdoor heat and climate Broome experiences during the year.

**Develop a Skatepark** - While there is a skatepark in Broome, upgrading and/or developing a much better and larger skate park was ranked as the twelfth most important project and creating a skate park that has the capacity to cater for small children, teenagers and adults is an important part of this. Good lighting, seating, shade and other amenities was also identified.

**Accommodation for transients and homeless** - The thirteenth ranked project was developing accommodation for homeless people in Broome, as well as transient people passing through. This includes Indigenous and non-Indigenous people, both individuals and families and with the extremely high cost and limited supply of both permanent and temporary housing in Broome, this has become a significant and very apparent issue, particularly around Male Oval.

**Construct a Tram Line** - Re-establishing the original tram line between the Streeters Jetty in Chinatown and the town jetty was the ranked the fourteenth project and this also involved further developing a tram system to, and connecting other parts of Broome including Cable Beach, Gantheaume Point and Entrance Point. Besides the tourism and heritage attraction this would be, this was also considered a positive way of improving public transport across Broome.

**Redevelop the Town Beach precinct** - The fifteenth ranked project was the redevelopment of the Town Beach precinct involving developing the whole foreshore area from the Museum to Town Beach with a major public space, market arena and outdoor concert venue and restaurants and cafes with adequate parking and improved public amenities. A shorter jetty suitable for fishing and an artificial reef were also suggested.

**Establish an Interpretive Centre – cultural and environment** - Establishing one inclusive or various interpretive centres was the sixteenth ranked project and this largely related to both the culture and natural environment of Broome and the Kimberley, with a strong focus on Indigenous culture and arts and showcasing the enormous biodiversity and the uniqueness of the natural environment. Including an environment research centre as part of this was also suggested.

**Establish a community garden** - The seventeenth ranked project was establishing one or more community gardens around town as a community owned project(s) to grow fresh produce and bring people together. A composting hub as part of this was also suggested to reduce business (cafe) and household waste.

**Develop a Botanical Garden** - Developing a dedicated large botanical garden to showcase the vast array of Indigenous and exotic flora and fauna to be found in the area was the eighteenth ranked project. Darwin Botanical Gardens was a suggested example and this project was also identified as a significant tourism attraction for Broome.

The projects listed in the above table were identified through the Broome 2040 community visioning project. The projects align very well with the previous Plan for the Future and are either currently being planned for or in the process of being implemented. The projects are detailed further in the CBP.

This brings confidence that this Strategic Community Plan aligns well with the communities aspirations. Projects not included within the scope of the SCP are still being evaluated through the Broome 2040 project and may be determined to align with the scope of the SCP and be included in future revisions of the CBP.

## Key Statistics

The following information provides an overview of key statistics relating to the Shire;

Geographic Statistics	Broome
Distance from Perth by Road (RAC 2013)	2,224km
Distance from Perth by Air (Google Earth 2013)	1,678km
Area (km <sup>2</sup> , Shire website)	55,796km <sup>2</sup>

Population Statistics	Broome
Population (Census 2011)	14,997
Estimated Indigenous Population (ABS 2011)	29.1%
Number of Electors (Shire website 2013)	7,294
Number of Dwellings (Shire website 2013)	7,020

Economic Statistics	Broome
Median Family Income - without Children (Census 2011)	\$2,378
Median Family Income – With Children (Census 2011)	\$2,402
Median household income – Indigenous (Census 2011)	\$970
Median Weekly Rent (REIWA Jan - Mar 2013)	\$700 - \$800
Taxable Individuals (ABS.STAT 2011)	6,019
Average Taxable Income (All) (ABS.STAT 2011)	\$49,304



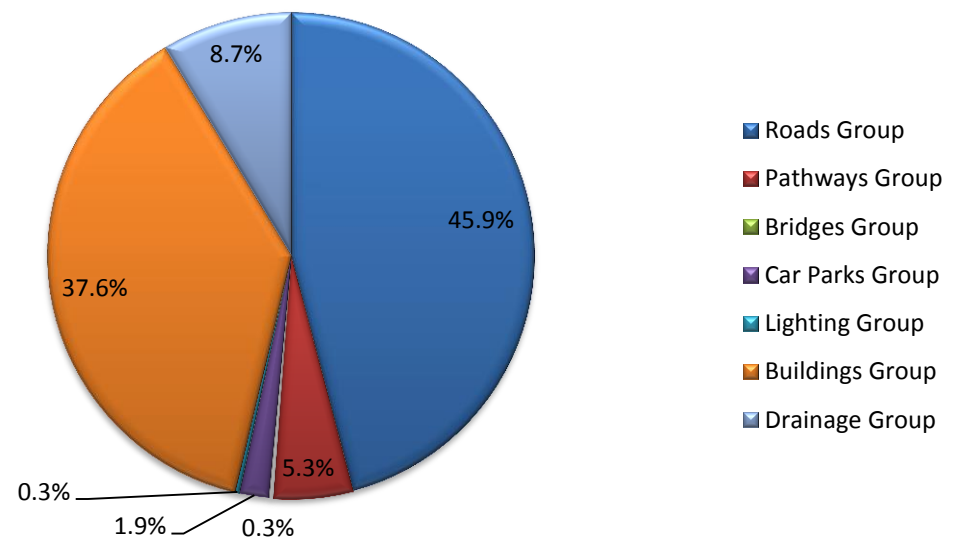


Financial Statistics	Broome
Rateable Properties (2013/13 Budget)	6,217
Rateable Value (2012/13 Budget)	\$278,370,106
Predominant Minimum Rate (2012/13 Budget)	\$1,070
Total Rates Levied (2011/12 Budget)	\$16,696,217
Operating Revenue (2012/13 Budget)	\$29,957,487
Non-Operating Revenue (2012/13)	\$8,228,333
Total Revenue (2012/13 Budget)	\$34,966,154
Operating Expenditure (2012/13 Budget)	\$33,404,853
Capital Expenditure (2012/13 Budget)	\$20,558,430
Total Expenditure (2012/13 Budget)	\$53,963,286
Total Reserves (2012/13 Budget)	\$12,080,835

Organisation Statistics	Broome
Number of Employees (2013-18 Workforce Plan)	174 FTE

Asset Group	Renewal Value	% Value	Renewal Expenditure	Maintenance Expenditure
Roads Group	\$101,420,316	45.9%	\$1,842,721	\$337,500
Pathways Group	\$11,657,940	5.3%	\$16,011	\$29,025
Bridges Group	\$595,000	0.3%	\$7,500	\$1,000
Car Parks Group	\$4,251,453	1.9%	\$47,874	\$1,000
Lighting Group	\$770,000	0.3%	\$15,934	\$2,000
Buildings Group	\$83,115,567	37.6%	\$889,280	\$340,000
Drainage Group	\$19,149,263	8.7%	\$124,430	\$100,000
<b>Total</b>	<b>\$220,959,539</b>	<b>100%</b>	<b>\$2,943,750</b>	<b>\$810,525</b>

**Infrastructure Assets by % Value**



## Profile of the Shire of Broome

The Shire of Broome is located within the Kimberley region – an area that covers 419,558 km<sup>2</sup> from Sandfire / 80 mile beach to the WA / NT border to the east, and the northern most part of Western Australia southwards to the Great Sandy Desert and the Pilbara region.

The Shire of Broome is 54,632 km<sup>2</sup> which is almost the size of Tasmania.

The population in the Kimberley is growing more rapidly than the rest of the State of WA (an average of 2.93% per annum over the past 6 years compared with 2.8%).

The Shire of Broome has the largest population in the Kimberley Region and is the third fastest growing local government in the Kimberley over the past 6 years.

Halls Creek.....	4.05%
Wyndham - East Kimberley.....	3.24%
Broome.....	2.93%
Derby - West Kimberley.....	2.83%

The projected base population within the Shire of Broome independent of any major industrial development is projected to increase by 90% from 16,524 people in 2012 to 31,400 in 2041.



## Population Numbers and Makeup

The Kimberley has a population in excess of 34,000 people (*current ABS figures are formally acknowledged as being under estimated*) which equates to approximately 1.8% of Western Australia's total population. This does not take into account the many fly-in fly-out resource sector workers in the region.

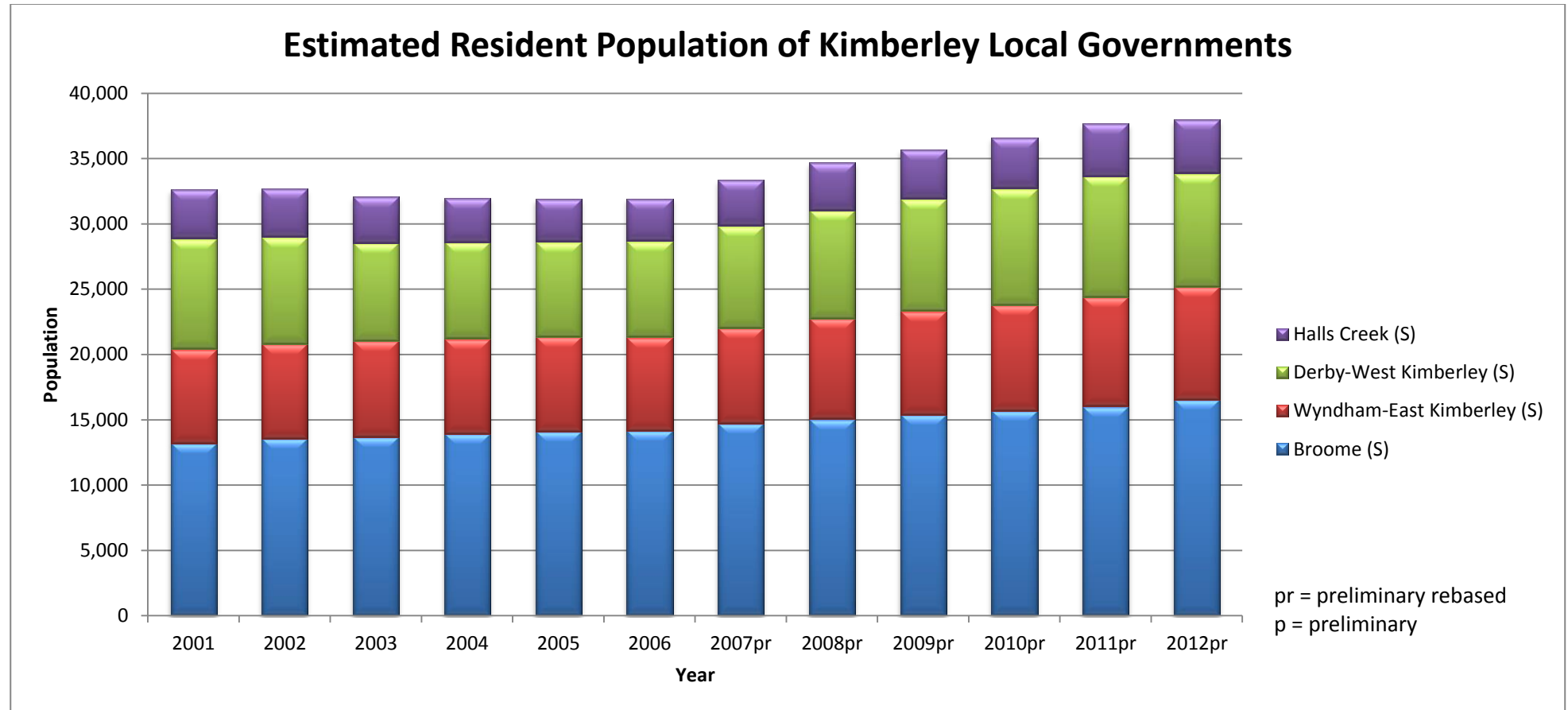


Figure 2: Estimated Resident Population of Kimberley Local Governments at June 30 2001 to 2012

There are some 226 Indigenous communities plus many outstations throughout the Kimberley along with pastoral properties and cattle stations. There are 34 Indigenous languages spoken in the region with approx 21.2% of the Kimberley population being Indigenous (29.1% within the Shire of Broome).

### People — demographics & education

[demographics & education](#) | [cultural & language diversity](#) | [employment](#)

People	Broome (S)	%Western Australia	%	Australia	%	
Total	14,997	--	2,239,170	--	21,507,717	--
Male	7,665	51.1	1,126,178	50.3	10,634,013	49.4
Female	7,332	48.9	1,112,992	49.7	10,873,704	50.6
Aboriginal and Torres Strait Islander people	4,364	29.1	69,664	3.1	548,369	2.5

In the 2011 Census, there were 14,997 people in Broome (S) (Local Government Areas) of these 51.1% were male and 48.9% were female. Aboriginal and Torres Strait Islander people made up 29.1% of the population.

Figure 3: Cultural Diversity of the Shire of Broome - 2011 Census

### Isolation, Remoteness and Distance

Broome is 2,200 kilometres to the north of Perth. The distance between Broome and Kununurra (the most Northern Kimberley town) is 1,047 kilometres.

The Kimberley region is classified 'Very Remote Australia', and is the most remote region in Western Australia and is in fact closer to South East Asia than it is from Perth. The six Kimberley towns are linked by the fully sealed Great Northern Highway. All other road networks - all unsealed, link up the Indigenous communities, outstations and cattle / pastoral stations with the main highway, and are the main network throughout the region. During the 'wet season' most of these roads are impassable at times due to flooding or are too wet for traffic to utilise.

The road infrastructure in the Kimberley is managed by several stakeholders being the State Government through the Department of Transport (Main Roads Western Australia), the four Kimberley Shires and the numerous Indigenous communities and pastoral stations.

## Social Pressures and Economics

A major challenge for the region and Broome due to its remoteness is lack of affordable accommodation to attract staff with high rentals, median house prices being \$755,000 and unit prices being \$580,000<sup>1</sup> and the perceived negative impact on business through fly-in fly-out workers in the region.

The high cost of living in the region can cause significant social problems due to high property values and high rentals, both from a residential and a commercial perspective. Added to that is the high cost of freight in the region due to distance.

Over-crowding in rental properties, loss of some of the 'local' population due to people being unable to afford to rent or buy in the town or region is a common scenario with closure of some small businesses due to inability to attract staff. Competing with the resources industry over wages paid and the price of accommodation is also a constant threat.

Suburb	Type	No. Bedrooms	Number	Suburb Median	Broome Urban Area
Bilingurr	House	All	2	\$825.00	\$750.00
Broome	House	All	43	\$700.00	\$750.00
Broome	Multi RES	All	57	\$500.00	\$525.00
Cable Beach	House	All	46	\$800.00	\$750.00
Cable Beach	Multi RES	All	25	\$550.00	\$525.00
Djugun	House	All	21	\$760.00	\$750.00
Djugun	Multi RES	All	1	\$660.00	\$525.00

Figure 4: Median Rental Values for Broome Jan - Mar 2013 (Source reiwa.com)

The township of Broome also experiences periodical influx of transient Indigenous visitors from surrounding communities and the Northern Territory. Reason for visitations include: treatment for medical conditions, family, bereavement and funerals and other general purposes. Due to the lack of suitable temporary accommodation for visitors, the Shire is under significant pressure to manage this issue in partnership with local service providers and government agencies.



As the Kimberley is in a 'cyclone prone' area and added to that is the high cost of freight in the region due to distance, the building costs are approximately 50% higher than that of the metropolitan area (Perth).

## **Environmental**

The terrain ranges from sandy coastal areas in some parts to rugged ancient sandstone escarpments, with little or no soil nutrient. Some coastal and inland northern areas are in rich soil conditions, e.g. Kununurra - making horticulture a viable industry. Inland areas are sparsely vegetated and sandy red pindan soils of little nutrient for growing produce.

A substantial amount of the Kimberley region is taken up by cattle and pastoral stations with most of the cattle being live exported overseas. There are no abattoirs in the region to make the meat cattle industry more viable.

The Kimberley experiences two seasons – the 'dry or winter season' and the 'wet, summer or cyclone season'.

The main focus in the dry season – May to November is tourism, with intrastate, interstate and international tourists visiting the region in vast numbers; whilst the wet season – November to May is a period of extremely high humidity, cyclones and substantial rains causing much of the region to be un-traversable.

(Extract used with permission from Kimberley Development Commission, The Kimberley, An Economic Profile October 2008).

# Risk Assessment

In developing SCP the Shire of Broome has carried out a number of risk assessments to assist in ensuring areas that pose the greatest risk to the community are identified, monitored and/or addressed.

The key organisational risks are:

- Strategy and Organisational Culture
- Resource Allocation
- Communications
- Staff Attraction and Retention
- Systems, Processes and Compliance
- Development and Planning

## Key Organisational Risks

### Strategy and Organisational Culture

Regular planning, both operational and strategic, is the key to achieving community outcomes and as the SCP continues to evolve, ensuring that staff and resources are allocated effectively is very important. To further support our staff in day to day operations and achieving the goals of the SCP, Council aims to create and sustain a work place that is accountable, team orientated and responsive to change, allowing staff the flexibility and scope to deliver in an ever changing environment.

### Resource Allocation

To deliver upon initiatives set out in the SCP it is imperative that sufficient financial (and other) resources are allocated to ensure outcomes are achieved. Funding sources and appropriate systems and processes must also be in place to ensure that:

- funding streams are identified, adequate and sustainable,
- allocated resources are directed toward the purpose they were originally intended for,
- value for money is achieved,

- records are kept to substantiate the above, and
- service delivery is not compromised.

### **Communications**

Communication includes the open sharing of information and acknowledgement of any concerns. Without communication, community trust and credibility are difficult to obtain and once lost, are difficult for local government to rebuild.

Ensuring that decision makers and stakeholders are adequately informed and can disseminate information quickly and effectively is critical to success in environments such as Local Government which have large workforces and many stakeholder groups.

Communication needs to be simple to access, timely and relevant.

### **Staff Attraction and Retention**

The Shire's staff are critical to implementing the SCP and as such, staff attraction and retention will need to become a major focus for the organisation. There is a national talent shortage and the Kimberly region is no exception. It is essential to the Council's success to ensure we have the right people, in the right place at the right time.

The Kimberley region has continuously struggled to attract and retain high quality staff due to its remote location and high cost of living. Growth in the Resources Sector will continue to increase competition for staff in the north-west. Council will continue to adopt a strategic approach to managing human resources not only to attract new staff to the area but to retain existing staff.

Through a range of strategies including workforce planning, career planning and development and staff recognition, Council can continue to build upon and develop a motivated and capable workforce focused on achieving the goals of our SCP.

### **Systems, Processes and Compliance**

The principle aim of Local Government is to provide sound governance to the community. To ensure this, Council will continue to systems and processes, along with resources to manage the decision making process in an open, accountable and compliant manner.

Apart from being expected practice in a democratic society, much of the governance aspect of a Local Government is heavily prescribed by the Local Government Act 1995. It is important to understand that the same Local Government Act applies to the largest metropolitan Local Government and the smallest, rural or remote Local Government.

Hence the same compliance standards are required to be met by the Shire of Broome and also the City of Stirling in Perth metropolitan area. This presents a challenge for all rural and remote Shires and is a non-negotiable aspect of resourcing any strategic plan. Failure to adhere to good governance and statutory requirements can put service delivery at risk.

In addition to the Local Government Act, Council is subject to 86 Federal and 318 State Government legislative instruments and codes (reference Western Australian Local Government Association 2010) plus hundreds of local laws, standards, regulations and industry specific guidelines which must be considered at both a strategic level and also at a service delivery level. Ensuring compliance in all that Council does is a challenging and time consuming process.

### **Development and Planning**

The planning process is necessary to ensure that our town, and region grows in a sustainable way. Planning controls are required to meet the different needs of people living and working together. Town planning coordinates land use and development by balancing economic, social and environment issues.

Planning policies, schemes and other statutory processes guide decisions that shape and focus on a satisfactory quality of life for people living in our community. Legislation and regulations ensure appropriate land use and development controls exist to effectively manage the process of land use, land supply and urban development.

### **Key External Risks**

The highest priority external risks are:

- Economic Development
- Resource Sector Development and Potential Social Impacts
- Liveability in Broome
- Waste Management

- Housing Affordability
- Land Availability – residential/commercial/industrial
- Tourism
- Native Title Processes
- Regional Planning
- Broome Brand / Image
- Environment and Coastal Management
- Protection of a new site for the long term relocation of Broome International Airport
- Delivery of Municipal Services to Remote Communities
- Compliance and Statutory Requirements

### **Economic Development**

With the challenge of normal organic population growth, the development of the Resources Sector and the unknown impact of this socially, economically and environmentally, the need to strategically plan ahead for change is paramount. Understanding the relationship between population growth, industry expansion and residential and commercial development across the Kimberley Region, state and nationally - will provide Council with data and knowledge to strategically plan for the future.

Working closely with tiers of government and agencies, private sector and non-government organisations and the community at large, will assist Council in formulating robust and dynamic pathways and strategic partnerships aimed at ensuring sustainable and manageable economic growth for the region.

In addition, the finalisation of the Indigenous Land Use Agreement and the recognition of the Native Title Determination in the Shire of Broome, combined with the future flow on effect of the allocation of freehold land for development and other land for conservation purposes, will have a snowball effect on the economic development of the Shire along with additional responsibilities as negotiated.

### **Resource Sector Development and Social Impacts**

Currently, there is significant potential and pressure from the private sector to develop offshore oil and gas resources. If, and when, development comes to fruition, the impacts of construction and production workforces will need to be planned for and managed.



The James Price Point Gas Precinct is one example of proposed development. These projects will require integration of existing infrastructure and the development of new capital works programs to meet the needs of a growing region. Long term financial planning will be essential to ensure sustainable management of economic, social and environmental impacts - most of which are not defined at present.

The Department of State Development – the lead government agency has delivered a research- based assessment detailing the social impacts of the development of an LNG precinct at James Price Point. The base line data used to prepare the assessment has provided the most recent, substantive information prepared by demographers about the high level of organic growth Broome will experience in the coming years compared to other areas in the State and the country. Through the provision of this information, Council has been made acutely aware of the critical issues facing the Shire, with or without an LNG Precinct within its bounds.

### **Liveability in Broome**

Liveability can be equated to 'Quality of Life'. Measuring liveability effectively is hard with the following key criteria offering some options: safety/crime, public transport, education, health, recreation, political/economic stability. Measures that relate to Broome specifically can also include research and planning information with the following comments as example:

"Broome is a unique place to visit and to live. Its environment, culture, history and sociality have all contributed to an active multicultural contemporary Broome community....." (Report of the Broome Planning Steering Committee December 2005)

"People seek Broome to live or visit as a special place where great expectations of fulfilling lives, of multicultural harmony, art and culture, equality and fairness, a place set aside from the rest of the world" (Creating Communities - Broome North Social Directions Paper 2010)

Liveability encompasses both the physical and social/cultural values of the area, each of which builds on the history and environment contained within the region. Without sustained measures to ensure the liveability of Broome and its surrounding communities are retained, as the Shire grows and becomes more of a regional centre, built form and social/culture values will change and become more 'main stream'. The result will have social, economic and environmental impacts both positive and negative.

### **Waste Management**

Waste management is an area where there is growing community expectation and increasing regulation. Broome's isolation results in unique challenges to comply with best practice and legislative requirements and deliver a service that the community can afford.

A new landfill site is currently being identified for the town of Broome. This site will endeavour to establish a Resource Recovery Facility to reduce the amount of waste that is going into landfill. The establishment of a Resource Recovery Facility would assist the town in converting waste into usable and marketable products such as compost, recyclables and/or energy, and thus, will limit the amount of waste. Council is committed to exploring viable sustainability strategies in line with the State Government's draft Waste Strategy (2009) and the Towards Zero Waste 2020 initiative (2005).

Operational plans are required to be produced for the existing and proposed landfills. The plans will cover areas such as infrastructure, site layouts, cell locations and recycling measures.

### **Housing Affordability**

Broome's residential housing prices are at a premium. Broome median house price of \$755,000 is higher than the Perth median price of \$510,000 (riewa.com). This is influenced by the remoteness of the Shire and the associated costs of construction.

More recently because of severe land shortage, the demand for housing (for ownership/ investment and rental) outstripped supply driving prices higher. Whilst the market fluctuates, housing in Broome remains on average unaffordable to the local low to medium income population.

The median weekly household income for Broome is \$1,610 (\$83,720/annum) with an unemployment rate in 2011 of 4.8% (2011 census data, ABS).

Local workers / retirees / young couples are forced to make hard financial decisions regarding their future in the Kimberley. Many often compromise their expectations of housing arrangements (share housing/rooms/caravans/sheds) as the majority of first home buyers are unable to enter the market.

Some decide to relocate to other regions for no other reason than the high cost of housing. For employers it creates a very difficult situation - workers are unable to come to Broome as the housing is either inadequate or beyond their financial means.

This has serious social and economic ramifications.

## **Tourism**

The Tourism Sector is one of the leading industries in the Kimberley and value adds to all who reside, trade and visit our region. Ensuring we understand the complexities of the sector, the economic, social and environmental impacts whilst identifying ways in which Council can support tourism growth is critical to sustaining a robust and viable sector.

In 2005 to 2007 alone, Tourism WA (peak industry body for Tourism in WA), estimated that over 346,500 tourists visited the region spending in excess of \$260 million per annum (Tourism WA Report 2008). During the peak tourism season (April to November), the local population of Broome swells to approx 35,000.

With the industry continuing to grow, Council's role in supporting future tourism development across areas such as appropriate zoning, precinct planning, infrastructure, roads, eco-tourism and cultural experiences is very important. Long term viability of the industry will be achieved through a well co-ordinated approach by stakeholders, affordable safe and accessible destinations and with opportunity costs maximised and where possible redirected back into the industry.

## **Native Title Processes**

The National Native Title Tribunal lists the following native title determinations in the Shire of Broome: Bardi Jawi, Rubibi (Yawuru), Ngurrara, Karajarri A, Karajarri B, Nyangumarta and Nyangumarta-Karajarri Overlap (Yawinya). There are a number of claims still to be determined. These include the Nyul Nyul, Djabera Djabera, Jabirr Jabirr, Goolarabooloo, Nyikina and Mangalaand Yi-Martuwarra Ngurrara claims.

The Yawuru Indigenous Land Use Agreements (ILUA) were signed in February 2010 and registered in the Federal Court in August 2010. These agreements are significant for the town site of Broome and surrounding area as they confirmed the availability of areas of land for significant urban expansion and infrastructure including land for the relocation of the Broome airport, the Broome road industrial area, and the Broome North residential development.

In addition significant areas were set aside for conservation under various forms of State, Yawuru and Shire joint management. The ILUAs also provided significant economic opportunities for the Yawuru people by making significant parcels of land available to them for development purposes.

## **District Planning**

District planning coordinates land use, transport, and infrastructure, taking into account the unique social, environmental and economic conditions of an area. In Western Australia, local governments are required to undertake district planning through the creation of a Local Planning Strategy. Local Planning Strategies are designed to set out medium-to-long term planning directions over a 10 to 15 year timeframe and provide guidance to the Shire and State government for assessing applications to rezone, subdivide, and develop land.

The Shire of Broome Council originally adopted a draft Local Planning Strategy in 2010. During 2010-2012, the Shire refined the draft Local Planning Strategy, and an updated draft was adopted by Council in December 2012. The draft Local Planning Strategy has now been granted consent to advertise by the Western Australian Planning Commission and public consultation is scheduled to commence in June 2013.

The draft Local Planning Strategy has been informed by previous district level planning such as the Waterbank Structure Plan 2000 (Department of Land Administration). Additionally, the Shire has worked closely with the Department of Planning to ensure the recommendations of the draft Local Planning Strategy are consistent with those of the draft Dampier Peninsula Planning Strategy. The Draft Dampier Peninsula Planning Strategy builds upon the recommendations of previous planning documents such as the Dampier Peninsula Plan (Kimberley Land Council 2012) and the Dampier Peninsula Access Management Plan (Sharon Griffiths and Associates 2005), which were prepared after substantial community engagement.

The Shire is also in the process of reviewing its Town Planning Scheme No. 4, which covers the Broome townsite, and has prepared a draft Local Planning Scheme No. 6 which covers the entire Shire area including land previously included within Interim Development Order No. 4. The draft Local Planning Scheme No. 6 has also received consent to advertise from the Western Australian Planning Commission, with public consultation to commence in tandem with that for the draft Local Planning Strategy. Local Planning Scheme No. 6 will be the statutory instrument through which the strategic recommendations of the Local Planning Strategy are implemented.

## **Broome Brand / Image**

Corporate image is an organisations visual presence, which among other elements involves the corporate logo and design strategy for corporate marketing material. Consistency in marketing needs to occur in every task the Shire delivers including branding and corporate image. Presenting a coordinated image that is strong and memorable builds recognition and familiarity which can lead to trust with stakeholders and community.

It's important that staff act as a constant advocate for reinforcing the brand and that it be utilised correctly and in a disciplined way. A style guide has been developed and a process managed for use internally to ensure brand consistency from promotional material such as brochures and

advertising through to vehicle identification and staff uniforms. External branding guidelines are in place to promote and reinforce the Council's involvement in events and support of sponsorship reinforcing community recognition of the Council's contribution.

### **Environment and Coastal Management**

The Shire is an important stakeholder and as a partner with State agencies has an important role to play in the protection of natural resources such as bushland, biodiversity, mudflats and coastlines throughout the district.

The Shire has a unique and, for the most part, pristine environment. The growing population and further economic development will place even greater pressure on the natural environment and its resources. Many in the community have made a lifestyle choice to locate in the district in appreciation of the Shire's natural environment. The protection, rehabilitation, and enhancement of the natural environment and sustainable use of resources are vital to providing a sustainable future for the community.

The Shire's primary role in this regard is with land directly under its control and management. Within the Broome Townsite substantial coastal park land will be jointly managed by the Shire and Yawuru. Outside the Townsite it will generally be the responsibility of State agencies and Traditional Owners depending on the details of existing and possible future agreements.

Environmental considerations were a key component of the draft Local Planning Strategy and in 2012 the Shire prepared an Environmental Profile as a background report to inform this strategic work. The Environmental Profile addressed biodiversity, water, soils, fire risk, coastal areas, waste management and air quality, incorporating climate change considerations into each element where relevant.

The Shire is currently commencing a Coastal Vulnerability Study which will consider the impacts of numerous factors including storm surge, tidal movement, shoreline stability and stormwater drainage on the coastline and townsite of Broome. The Coastal Vulnerability Study will be supported by modelling to distinguish areas that are at risk of inundation and will inform future land use planning in identified vulnerable areas.

### **Protection of a new site for the long term relocation of Broome International Airport.**

The relocation of the Broome Airport was a key consideration of the Waterbank Structure Plan 2000 (Department of Land Administration). A Broome Airport Relocation Taskforce was established to facilitate the site selection process recommending the site on the southeast corner of the Water Supply reserve 12 kilometres from the town. The proposed relocation of the airport was then included as a prime assumption in the



compilation of Town Planning Scheme No 4 in 1999 but a change of approach by the State Government caused the relocation process to be discontinued.

The current situation is that the Broome International Airport has made significant additional investment in its existing location and has indicated its preference to remain at least until 2025 (Broome Airport Masterplan, Broome International Airport, 2008).

An Airport Development Plan has been adopted by the Shire (2010) to provide for the management of land use on the airport while it continues to operate at this site. The land identified for the relocation of the airport and its necessary infrastructure has only recently become available. Steps must be taken to ensure its continued availability for that purpose.

The Shire, the Broome International Airport and other relevant stakeholders will continue to pursue options to ensure the benefits of the airport remain whilst impacts such as noise are mitigated.

### **Delivery of Municipal Services to Remote Communities**

The Commonwealth and State Government signed a Bilateral Agreement in 2006 that bound local government albeit without consultation of the sector or the aboriginal communities they represent to provide municipal services in agreed remote areas.

The Bilateral Agreement compelled Governments (State and Commonwealth) to agree to work towards achieving one level of service delivery for the provision of each of housing, infrastructure, essential and municipal services to all Indigenous communities in Western Australia by 30 June 2008 for services that they would normally provide to comparable non-Indigenous communities.

The Governments agreed as a priority to work together to improve the delivery of municipal services to Indigenous communities in Western Australia. To this end, the Governments sought to work cooperatively to progress the transfer of activities currently undertaken through the Australian Government's municipal services funding. It was envisaged that this would involve a progressive transfer of responsibility and agreed levels of funding from the Australian Government to the Western Australian Government and increased involvement of local governments in service delivery to Indigenous communities.

The Governments further agreed that transfers of responsibility would not result in an overall reduction in effort by either party. It was acknowledged that increased involvement of local governments would require the development of mechanisms to augment the revenue of local governments.

While the original target date for implementation in the Bilateral Agreement passed the Agreement was subsequently referred to the Coalition of Australian Government (COAG) where a series of guidelines were prepared detailing normalisation of services programs by Government. The existing Bilateral Agreement originally envisaged handover of municipal servicing to the Shire of Broome effective of 1 July 2012, however this is still yet to occur.

While disappointed that Government has repeatedly not engaged with local government or its communities the opportunities for local government involvement so as to provide services to functional communities is an exciting challenge for the Shire and an opportunity to provide improved services to our wider district. However, the Shire of Broome remains risk adverse to providing these services without long term generational funding guarantees from Government.

Despite ongoing requests to Government to consider generational funding and not just four (4) year funding of Government cycles, local governments in Western Australia of which there are twenty two (22) affected by the Bilateral Agreement have not been able to convince Government to adequately resource local government to provide for the provision of services as detailed in the Bilateral Agreement. This lack of resourcing remains a concern for the Shire of Broome and may affect the intention of the Bilateral Agreement if this is not addressed by Government.

While the Shire of Broome believes it is best placed to provide the services as identified by the Bilateral Agreement it remains cautious to ensure that new funding sources are determined to ensure the eighty four (84) Aboriginal communities within the district are appropriately funded by Commonwealth and State agencies and the current assets are brought up to an acceptable standard prior to handover to the Shire of Broome.

The Shire of Broome has requested clarification from the Commonwealth and State agencies in relation to what defines a community as a sustainable population figure, what legislative ability does local government have to assist in providing appropriate governance to communities, what are the municipal services Government wishes local government to undertake as there are very different service levels and a broad range of executive functions between States.

An example being in Queensland the municipalities are responsible in the main for potable water supply. In Western Australia this service is provided by the Governments Trading Enterprise the Water Corporation.

At the time of drafting of this plan no clarification had been received from either the State or Commonwealth governments that have alleviated these fiscal and resource concerns of the Shire though acknowledgement is given that State agencies are in the process of investigating these concerns.

With respect to planning for Aboriginal Communities, The Western Australian Planning Commission's State Planning Policy 3.2 requires that Layout Plans be prepared to guide future development in these communities. It is a requirement of State Planning Policy 3.2 that the resident community, Traditional Owners, key agencies and the local government are consulted as part of the preparation of a Layout Plan. The Shire welcomes the opportunity to play a more active role in ensuring that orderly and proper planning occurs for Aboriginal communities, and there is evidence that this is now taking place.

### **Compliance and Statutory Requirements**

As previously stated, adhering to, and complying with local government legislation and statutory requirements is a not negotiable function of Local Government. As stated previously, Council is subject to 86 Federal and 318 State Government legislative instruments and codes (reference Western Australian Local Government Association 2010) plus hundreds of Local Laws, standards, regulations and industry specific guidelines that must be considered at a strategic level, service delivery level and within the boundaries of State Legislation.

Ensuring compliance in all that Council does is a challenging and time consuming process with complex legislation often proving problematic when dealing with core business activities such as waste management, roads and environmental health. In addition to this, internal Shire resources and skills required to delivery satisfactory compliance levels must be adequate to support these increased requirements in line with the rapid rate of growth.



*Camels – Cable Beach*

# Structure of the Plan


As noted above, SCP is based on the Shire’s previous Plan for the Future which was due to run until 2016 and which would still be valid had it not been for the introduction of the IPR Framework. The Shire’s previous Plan for the Future identified the need for greater community engagement to influence Broome’s strategic direction and hence the Broome 2040 community visioning project was commenced.

The results of the Broome 2040 have been analysed and reconfirm the Strategic Goals of the previous Plan for the Future and therefore these have been retained in this new SCP.

Following on from the previous Plan for the Future, Council re-endorses the current four Strategic Goals being as follows;

- 1. **Our People**
- 2. **Our Place**
- 3. **Our Prosperity**
- 4. **Our Organisation**

The four Strategic Goals are supported by Outcomes, Strategies and Actions. The Outcomes will be measured to determine whether we’re achieving our Strategic Goals or not.

 <ul style="list-style-type: none"><li>Safe</li><li>Active</li><li>Diverse</li><li>Wellbeing</li><li>Inclusive</li><li><b>Our People</b></li></ul>	 <ul style="list-style-type: none"><li>Accessible</li><li>Biodiversity</li><li>Heritage</li><li>Built Environment</li><li>Unique</li><li><b>Our Place</b></li></ul>	 <ul style="list-style-type: none"><li>Employment</li><li>Education</li><li>Lifestyle</li><li>Diversification</li><li>Opportunity</li><li><b>Our Prosperity</b></li></ul>	 <ul style="list-style-type: none"><li>Compliant</li><li>Affordable</li><li>Equitable</li><li>Accountable</li><li>Customer Focused</li><li><b>Our Organisation</b></li></ul>
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## Our Vision

Through an understanding of our local, regional, state and national / international environments, we can begin to create a vision for our district that has context and meaning. Ensuring that our community plans are relevant, realistic and achievable is essential and must be a priority for Council.

The Local Government Act provides a simple definition of the overarching outcomes of Local Government as follows:

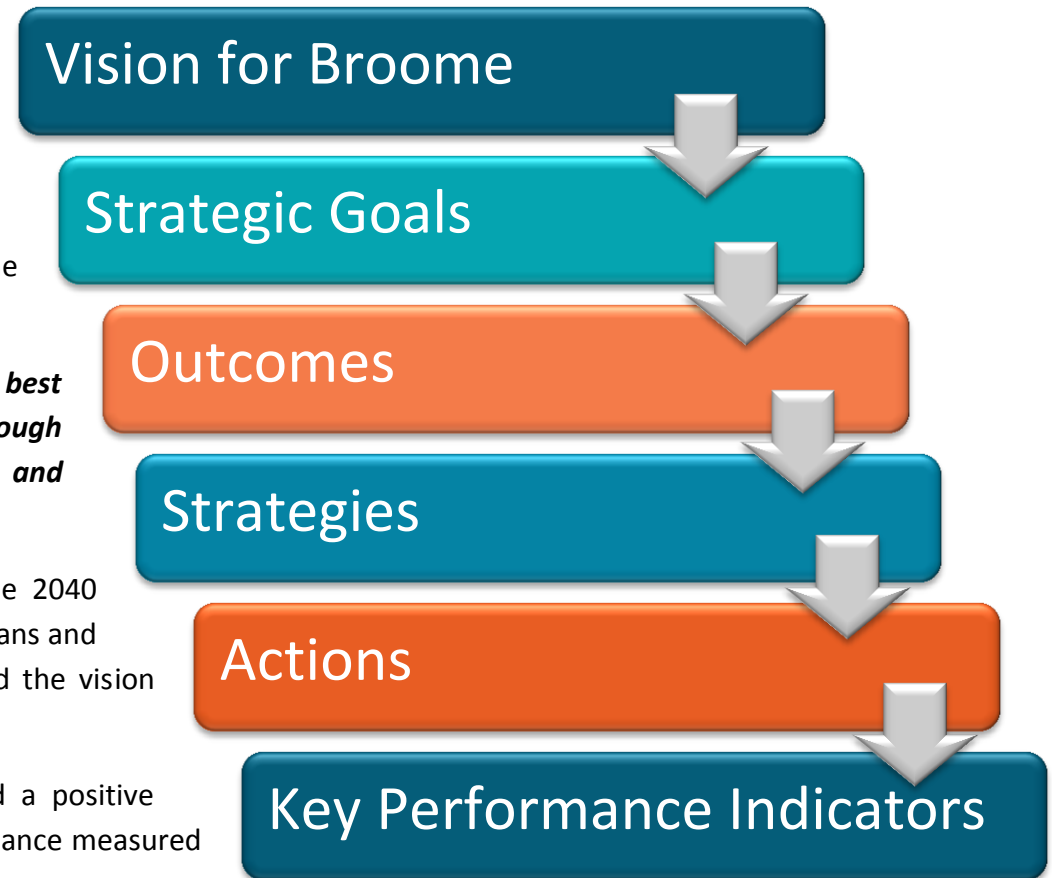
*“In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity”.*

Council has taken into consideration community input to the Brome 2040 process in addition to considering, legislative requirements, previous plans and information provided from risk and planning activities and reinforced the vision and mission from the previous Plan for the Future.

The core values are based on a strong customer service focus and a positive attitude and are incorporated into all staff positions with staff performance measured against the values.

### Vision

*A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment.*



## Mission

*To deliver affordable and quality Local Government services.*

## Values

Values of the organisation are demonstrated through the way employees behave, interact and think. Defining values and clearly articulating what these values look and feel like is very important and are the building blocks to ensuring a consistent customer and staff experience is delivered at all times.

Values and the behaviour that they influence are also essential when creating a strong and well respected Corporate Brand both internally and externally. During the revision period of the current SCP, the following values remain and will continue to be integrated into the performance management framework:

### Communication

Actively consult, engage and communicate with, and on behalf of the community.

### Integrity

Be honest, equitable and ethical in all our dealings.

### Respect

Recognise and respect the individual and unique requirements of all people, cultures and groups.

### Innovation

Drive change through leadership and energy.

### Transparency

Be open and accountable in all our activities.

### Courtesy

Provide courteous service and helpful solutions.

## Our Strategic Goals

### Our People Goal

Foster a community environment that is accessible, affordable, inclusive, healthy and safe.

### Our Prosperity Goal

Create the means to enable local jobs creation and lifestyle affordability for the current and future population.

### Our Place Goal

Help to protect the natural and built environment and cultural heritage of Broome whilst recognising the unique sense of the place.

### Our Organisation Goal

Continually enhance the Shire's organisational capacity to service the needs of a growing community.

## Goal 1: Our People

Foster a community environment that is accessible, affordable, inclusive, healthy and safe.

### Our People Priority Statement

Embracing our cultural diversity and the relationship between our unique heritage and people, we aim to work in partnership with the community to provide relevant, quality services and infrastructure that meet the needs and aspirations of our community and those visiting and doing business our region.

Supporting and contributing to the well-being and safety of our community is paramount, as is our focus on community engagement and participation.

Council aims to build safe, strong and resilient communities with access to services, infrastructure and opportunities that will result in an increase in active civic participation, a reduction in anti-social behaviour and improved social cohesion.

Indigenous community well-being is also a priority of Council with approx 31.8% of the Shire population Indigenous. Social indicators relating to health, community participation and support, education, young people and visitors suggest that overall Indigenous well-being is poor and inequitable.

The Council acknowledges the importance of services to our community in relation to health, social and cultural development and improving the quality of life for all community residents and visitors.

Outcome	Strategy	KPI
1.1 Effective Communication.	1.1.1 Ensure the community has direct input into future development through active participation and involvement.	<ul style="list-style-type: none"> <li>Increasing community satisfaction with the Shire’s communications processes that will be measured every 2 years via a community survey.</li> </ul>
	1.1.2 Encourage interaction and input to the Council.	
	1.1.3 Maintain the Community Sponsorship Program.	
1.2 Affordable services and initiatives to satisfy community need.	1.2.1 Develop and implement an overarching Community Plan.	<ul style="list-style-type: none"> <li>Increasing community satisfaction with the level and affordability of key services that will be measured every 2 years via a community survey.</li> </ul>
	1.2.2 Ensure Council services are affordable and accessible.	
	1.2.3 Assess the viability of Council services.	
	1.2.4 Undertake community surveys and consultation to prioritise needs.	
	1.2.5 Support art and cultural activities.	
1.3 Accessible and safe community spaces.	1.3.1 Develop and implement an Arts and Culture Plan.	<ul style="list-style-type: none"> <li>Increasing community satisfaction with the sense of safety in community spaces that will be measured every 2 years via a community survey.</li> <li>Increasing community satisfaction with accessibility of community spaces that</li> </ul>
	1.3.2 Create and maintain community spaces and infrastructure.	



Outcome	Strategy	KPI
		will be measured every 2 years via a community survey.
1.4 Participation in recreational activity.	1.4.1 Ensure sport and recreation facilities are adequate.	<ul style="list-style-type: none"> <li>Increasing community participation rates in recreational activities.</li> </ul>
	1.4.2 Develop and implement a Town Beach Development Strategy.	
	1.4.3 Maximise BRAC Services and Operations	
1.5 A healthy and safe environment.	1.5.1 Maximise community safety through safe urban design.	<ul style="list-style-type: none"> <li>Increasing percentage of Environmental Health inspections completed.</li> <li>Increasing customer Service satisfaction rating in relation to Municipal law enforcement actions undertaken.</li> </ul>
	1.5.2 Develop and implement a Community Safety Plan in partnership with relevant organisations.	
	1.5.3 Develop and implement an Emergency Management Plan and Risk Management Plan.	
	1.5.4 Ensure a safe and healthy built environment through the provision of building services.	
	1.5.5 Ensure public safety through the provision of beach and ranger services.	
	1.5.6 Ensure public health through the provision of	

Outcome	Strategy	KPI
	environmental services.	
1.6 High level social capital that increases community capacity	1.6.1 Maximise opportunities for community development and employment and training.	<ul style="list-style-type: none"> <li>Increasing number of people involved in community capacity building activities undertaken by the Shire.</li> </ul>
	1.6.2 Facilitate community development initiatives.	

## Goal 2: Our Place

Help to protect the natural and built environment and cultural heritage of Broome whilst recognising the unique sense of the place.

### Our Place Priority Statement

The Shire of Broome has an abundance of unique natural features, coastal attractions, significant streetscapes, historic precincts and a mix of old and new urban developments.

Our aim is for all communities and settled areas, including the Broome Township, to be a place where the natural environment, on which life depends, is maintained, whilst at the same time the built environment contributes to the economy and a quality lifestyle for all.

Preserving the Shire's natural environment is a critical community outcome. Council will put into place strategies that nurture and improve the Shire's unique environment and bio-diversity.

The Shire will work in partnership with the community and other agencies to ensure responsible and accountable management of both the natural and build environments is achieved in the short term and for future generations.

Outcome	Strategy	KPI
2.1 Realistic and sustainable land use strategies for the Shire within state and national frameworks and in consultation with the community.	2.1.1 Collaborate with Traditional Owners in land use planning.	<ul style="list-style-type: none"> <li>Increasing percentage compliance with statutory reviews required of the Local Planning Framework.</li> </ul>
	2.1.2 Actively participate with State Government to maximise local involvement in town planning decisions.	
	2.1.3 Engage all sectors of the community in the development of a new Local Planning Scheme.	

Outcome	Strategy	KPI
	2.1.4 Assist the Dampier Peninsula communities to participate in the consultation process for the Strategic Land Use Plan for the Dampier Peninsula.	
2.2 A built environment that reflects arid tropical climate design principles and historical built form.	2.2.1 Protect and interpret historical buildings and sites.	<ul style="list-style-type: none"> <li>Increasing community satisfaction with the amenity of the built environment within the District that will be measured every 2 years via a community survey.</li> </ul>
	2.2.2 Encourage building design that is climatically responsive, energy efficient and appropriate for the Broome lifestyle.	
2.3 A unique natural environment for the benefit and enjoyment of current and future generations.	2.3.1 Consult with Traditional Owners and other agencies in the management of our coastline and other environs.	<ul style="list-style-type: none"> <li>Increasing community satisfaction with the state of the natural environment that will be measured every 2 years via a community survey.</li> </ul>
	2.3.2 In partnership with stakeholders and agencies, support the planning and development of legislation to protect endangered and vulnerable species and local habitats.	
	2.3.3 Promote water sensitive urban design.	
	2.3.4 Ensure Shire's environment policies are current and relevant.	
2.4 A preserved, unique and significant historical and cultural heritage of	2.4.1 Support the identification and preservation of the cultural heritage of Broome.	<ul style="list-style-type: none"> <li>Increasing community satisfaction with the preservation of the historical fabric</li> </ul>

Outcome	Strategy	KPI
Broome	2.4.2 Recognise the value of the cultural heritage in all planning processes.	of Broome. <ul style="list-style-type: none"> <li>Increasing percentage of compliance with statutory requirements for the review of the Municipal Heritage list.</li> </ul>
2.5 Retention and expansion of Broome's iconic tourism assets and reputation.	2.5.1 Engage with local, regional, state and national stakeholders to build a strong and resilient tourism sector.	<ul style="list-style-type: none"> <li>Increasing \$ value of investment by Council into tourism assets and promotion.</li> </ul>
	2.5.2 Support the Shire of Broome as an attractive place to visit.	
	2.5.3 Engage with recognised Traditional Owners in the development of Indigenous tourism.	
2.6 Best practice asset management to optimise the Shire's infrastructure whilst minimising life cycle costs.	2.6.1 Create and continually improve asset management (AM) plans and systems to manage and maintain all classes of Shires' assets in a sustainable manner.	<ul style="list-style-type: none"> <li>Improving trend identified via Benchmarking the Shire's Asset Management systems and processes against like local governments via the WAAMI Program.</li> </ul>
	2.6.2 Deliver defined levels of service to maintain all assets in the most cost effective way.	
	2.6.3 Adequately resource renewal spending and deliver quality and affordable infrastructure.	
2.7 Council is able to mobilise resources to deliver municipal service to indigenous communities	2.7.1 Actively participate in the implementation of the Agreement with Commonwealth and State Government.	<ul style="list-style-type: none"> <li>Increasing percentage of municipal services to indigenous communities delivered in line with negotiated service</li> </ul>

Outcome	Strategy	KPI
that are compliant, effective and within Council's capacity.	2.7.2 Audit current services in the identified communities and present to Council.	level agreements.
	2.7.3 Develop a separate Bi-lateral Agreement Long Term Financial Plan that ensures a sustainable communities vision is achieved.	
	2.7.4 Identify opportunities for local economic development.	
	2.7.5 Ensure effective community consultation and involvement.	



## Goal 3: Our Prosperity

Create the means to enable local jobs creation and lifestyle affordability for the current and future population.

### Our Prosperity Priority Statement

Our region has grown significantly over the past years in terms of population, economy and industry – this will continue! Balancing ecological sustainability with economic growth and retaining the ‘look and feel’ of Broome and its environs are an ongoing challenge for the region. Encouraging appropriate investment and business development opportunities to ensure a strong, diverse economic base is essential for community prosperity and the success of our future generations.

Focusing on developing clear pathways linking education with employment for our youth and the community at large is essential as we aim to retain our local people and continue to build a skilled and highly motivated workforce.

Business and Industry partnerships must be fostered to ensure sustainable economic growth is achieved, along with the provision of affordable and equitable services and infrastructure. Ensuring development meets community needs and legislative requirements whilst creating close community relationships and enhancing our understanding of local heritage and cultural issues will continue to be a major focus. The built environment must contribute to the economy, long term viability of the region and provide a quality lifestyle for all.

Outcome	Strategy	KPI
3.1 Affordable and equitable services and infrastructure.	3.1.1 Lobby the State Government to ensure a new, serviced airport site is made available.	<ul style="list-style-type: none"> <li>Increasing customer satisfaction with all services delivered by the Shire.</li> <li>Increasing community satisfaction with Infrastructure measured against targets in Asset Management Plans.</li> </ul>
	3.1.2 Actively participate in the Kimberley Zone of Local Government and the KDC.	
	3.1.3 Actively participate in the Regional Planning Committee.	

Outcome	Strategy	KPI
	<p>3.1.4 Support the development of a safe boat harbour for Broome.</p> <p>3.1.5 Develop and implement a Cable Beach Development Strategy.</p> <p>3.1.6 Develop and implement a Chinatown Development Strategy.</p> <p>3.1.7 Identify the social and organisational impacts of the Browse LNG Development and the proposed construction of the James Price Point LNG processing plant (both pre and post construction).</p>	
<p>3.2 Affordable land for residential, industrial, commercial and community use.</p>	<p>3.2.1 Ensure the construction of a new waste management facility.</p> <p>3.2.2 Ensure release and development of industrial land as identified in the Local Planning Strategy 2012.</p> <p>3.2.3 Assess commercial and residential redevelopment land opportunities within the China Town – Town Beach and ‘Old Broome’ precincts.</p> <p>3.2.4 In response to local population growth data and planning, ensure the redevelopment and</p>	<ul style="list-style-type: none"> <li>• Increasing number of lots supported in subdivision applications annually.</li> <li>• Increasing percentage of planning applications approved within the statutory timeframe.</li> <li>• Increasing percentage of building applications approved within the statutory timeframe.</li> </ul>

Outcome	Strategy	KPI
	release of land for residential development.	
3.3 Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees.	3.3.1 In collaboration with stakeholders, support the development and implementation of a Kimberley Regional Business Plan.	<ul style="list-style-type: none"> <li>Adoption by Council of the Growth Plan by December 2013.</li> </ul>
	3.3.2 Strengthen local economic growth and community benefit through a vibrant, diverse and creative local economy.	
	3.3.3 Complete the Local Planning Strategy and Local Planning Scheme 6.	
	3.3.4 Review local planning policies.	

## Goal 4: Our Organisation

Continually enhance the Shire’s organisational capacity to service the needs of a growing community.

### Our Organisation Priority Statement

Council will strive to create an environment where local governance is delivered in an open and accountable manner; where we provide leadership to the region in such areas as planning and financial management; where the community has the opportunity to contribute to the Council’s decision making thereby fostering ownership of strategies and initiatives.

In delivering open, accountable and inclusive governance, we will be ever mindful that we operate within a highly regulated environment that requires a high level of compliance.

Council will strive to be the conduit between the other spheres of government and the community, translating State and Federal law, policy and practice into customer focussed, on ground service delivery that support’s Broome’s unique lifestyle.

The Region is experiencing significant change with Council dedicated to sound governance, effective leadership and innovation, and high quality services. Building organisational capacity is a priority with a commitment to delivering services to the community in a sustainable, effective and accountable way.

Outcome	Strategy	KPI
4.1 An organisational culture that strives for service excellence.	4.1.1 Ensure organisational resources and staff are aligned with Council’s vision and community expectation.	<ul style="list-style-type: none"> <li>Measure improvement of organisation culture every 2 years with staff survey.</li> </ul>
	4.1.2 Ensure effective two-way communication between staff across all levels, departments and with Councillors.	

Outcome	Strategy	KPI
	4.1.3 Ensure the Shire has a competent and effective workforce and a panel of skilled contractors.	
	4.1.4 Provide a safe and harmonious work environment for all staff and elected representatives.	
4.2 Sustainable and integrated strategic and operational plans.	4.2.1 Undertake Council and staff information sharing.	<ul style="list-style-type: none"> <li>Improving trend resulting from benchmarking the Shire's Integrated Planning &amp; Reporting systems, processes and documentation against like local governments.</li> </ul>
	4.2.2 Continually measure and report on the performance of the organisation.	
	4.2.3 Continue community engagement (surveys and workshops).	
	4.2.4 Ensure risk management is undertaken.	
4.3 Responsible resource allocation.	4.3.1 Finalise capacity review and gap analysis.	<ul style="list-style-type: none"> <li>Improving trend resulting from benchmarking the Shire's Integrated Planning &amp; Reporting systems, processes and documentation against like local governments.</li> </ul>
	4.3.2 Conduct financial planning and revenue identification.	
	4.3.3 Ensure alignment with strategic intent and priorities.	
	4.3.4 Review the capacity of the Haas/Weld Street locality	

Outcome	Strategy	KPI
	4.3.5 Ensure the ongoing development and review of the Asset Management Strategy and implementation plan.	
4.4 Effective community engagement.	4.4.1 Improve our customer service experience.	<ul style="list-style-type: none"> <li>Increasing community satisfaction with the Shire's Community Consultation and Engagement Framework.</li> </ul>
	4.4.2 Promote integrated reporting and measurement across the organisation.	
	4.4.3 Improve external community communications.	
4.5 Retention and attraction of staff.	4.5.1 Develop competitive initiatives, career development pathways, training and development and work family friendly practices.	<ul style="list-style-type: none"> <li>Reducing percentage of staff changeover.</li> </ul>
	4.5.2 Promote a cohesive and productive workplace culture.	
	4.5.3 Implement staff recognition and reward initiatives.	
4.6 Improved systems, processes and compliance.	4.6.1 Review financial systems.	<ul style="list-style-type: none"> <li>Increasing percentage of compliance with the annual Compliance Audit Return.</li> </ul>
	4.6.2 Review current systems and delivery practices, including a review of the organisation's service delivery model.	



Outcome	Strategy	KPI
	4.6.3 Audit and identify systems gaps and respond.	
	4.6.4 Provide proactive, up-to-date and regular training resources for compliance and quality work practices.	
	4.6.5 Develop simplified, accurate, documented and updated business operating procedures.	
	4.6.6 Updated business operating procedures.	
	4.6.7 Ensure all governance and compliance requirements are adhered to.	



*Sunset Cable Beach*



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Department of **Regional Development and Lands**



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## Acknowledgements

The Shire of Broome wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support the Shire's implementation of the Integrated Planning and Reporting Framework.

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